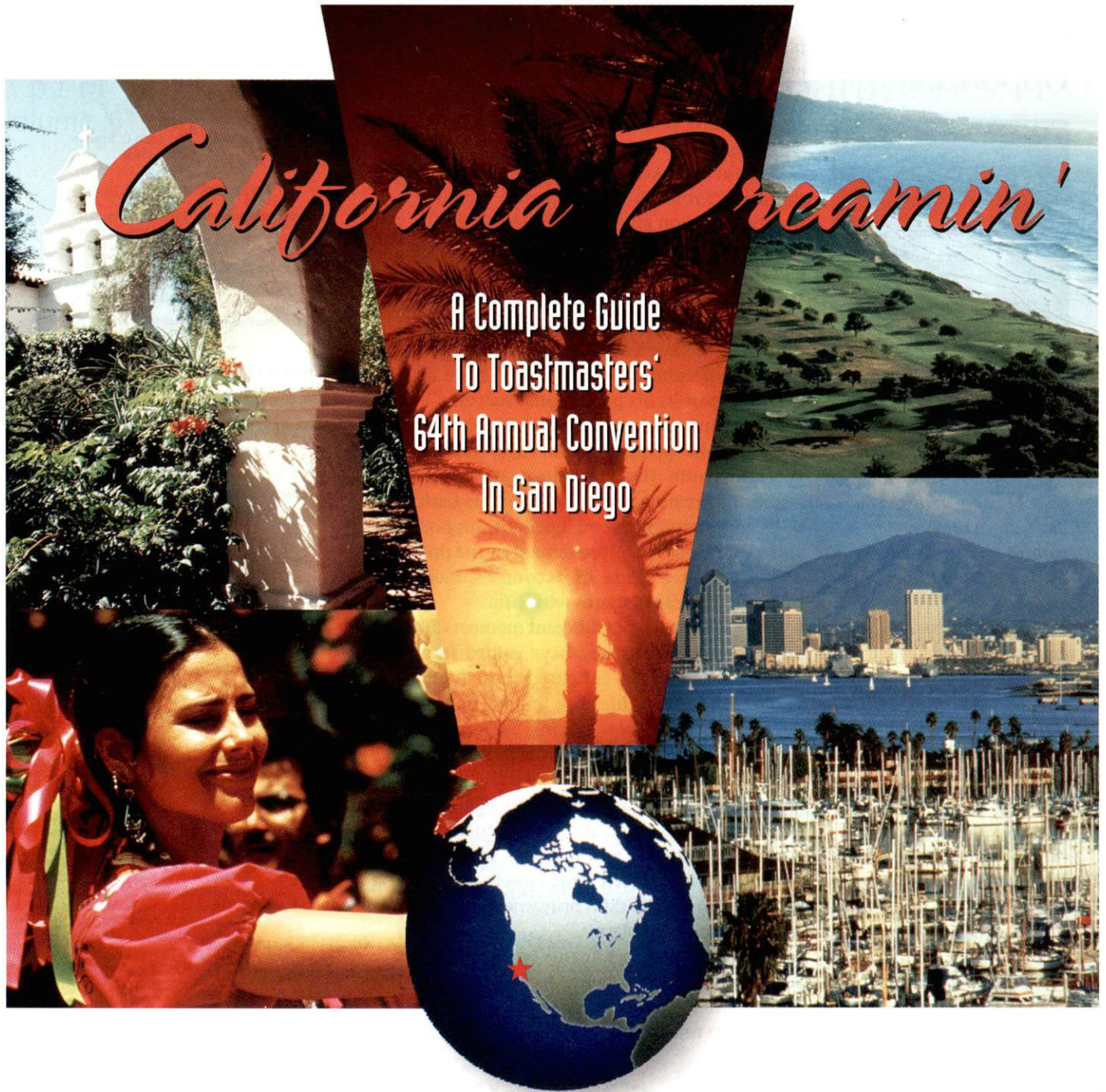


# the Toastmaster®

april 1995



**How to Handle Club Conflict**  
**The Art of Complimenting**

## Make the Most of Your Club Opportunities



**W**riter's block! How can I have writer's block? I'm not writing a book, but I am writing a very important message. One that reaches every member of our organization.

The deadline has come and gone. I must break this impasse. Finally, I have the answer. I will wait until after my club meeting. Every Toastmasters meeting I attend inspires me. I am motivated by the members, the meeting and the camaraderie we share. My experience has always been that every meeting I attend, I leave feeling better than I did before.

This time I arrived at the meeting one hour early. No one else was there. I sat down at a table and words and phrases began to flow. The writer's block is broken. It worked! But there is more. There is the meeting itself:

The meeting was full of enthusiasm and encouragement. One member gave her

final speech to the group and inspired us all. She is off to another part of the country and to a new position. In her speech she explained that the new job was offered to her because of her Toastmasters experience. One of the elements of the interview process was an hour-long presentation. We all felt like we had played a role in her recent success.

Another speaker practiced a presentation from the "Professional Salesperson" manual that he will soon give to an audience of 150-200 people. His evaluator encouraged him to allow more time for questions when he gives the actual presentation. His ability to handle questions well will enhance his communication with the audience. That effective communication culminates in sales. We are all playing a part in his professional success.

Our third speaker did a superb job with humor while practicing his vocal variety. Working from the Communication and Leadership manual, he is building his basic skills and receiving encouragement, support and suggestions for improvement in the process. He feels a sense of accomplishment that every member shares with him.

During Table Topics different members are asked to share what they have gained from Toastmasters that has enhanced their professional and personal life. The Immediate Past President is asked how serving as President benefitted her. Her response is classic: She says she learned how to deal delicately with the many different personalities in the club. Another member is asked about the benefits of evaluating a speaker and responds by saying he has learned to listen more closely. He has taken the evaluation skills he learned in Toastmasters to his workplace.

Your club provides many opportunities. So make the most of them - for yourself and others. Strive to make a change for the better. Commit to making your club the best!

Pauline Shirley, DTM  
International President

# the Toastmaster

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## Letters

**Editor's note:** We received a flood of angry letters in response to the magazine's December cover story about last year's Five Outstanding Speakers. The following letters represent some of the various viewpoints against that cover story. We are still waiting for some positive comments! If you are among those who didn't like the 1994 slate of Outstanding Speakers, we hope you sent us a ballot nominating your favorite speakers for this year's program!

### A "RUSH" OF MAIL

I never thought there would come a time when a publication featuring Rush Limbaugh on the cover would be delivered to my home. I have had to cut his picture out of the cover to prevent my equally liberal daughter from going into shock when she sees such an aberration.

However, because I am a Toastmaster and because I live to hear outstanding speakers I am going to steel myself to listen to this "pedagogical genius." Just once. Even if the content of his talk teaches me nothing, perhaps I can glean something from his apparent speaking skills.

Jean Curtis, CTM  
Farmers Club 6730-7  
Vancouver, Washington

*The Toastmaster* consistently features excellent articles. It pained me therefore to see a weed in the rose patch. One of the "Five Outstanding Speakers of 1994" isn't; he should have been rejected for not meeting the stated criteria—especially numbers 3, 4 and 7. At the very least, *The Toastmaster* should have listed its reservations about the selection (I hope that you had some!) and ac-

knowledged the controversial nature of his speeches.

Whereas Stephen Covey and Dennis Prager stress the moral high ground of ethical principles, empathy for our fellow people and a dedication by the listener to think and consider alternate positions, Rush Limbaugh exploits the easy target by firing cheap shots at everyone he disagrees with. His monologues demand the intellectual rigor one needs to watch the average *Oprah* or *Geraldo* show. By pointing at scapegoats, he helps his audience avoid the difficult questions of why we find ourselves in our current economic and ethical malaise and what to do about it.

Demagoguery, no matter how large the audience, does not demonstrate leadership, service to the community or dedication to improving the lives of others, three of the stated selection criteria.

Pieter Severynen, CTM  
HUD Club 8231-52  
Los Angeles, California

Regarding your choice of the "Five Outstanding Speakers of 1994" in the December 1994 issue: Thank God I can put the evaluation skills that I learned in Toastmasters to use and judge the speaking ability and not the subject...

Linda M. Cota-Kumagai, ATM-S  
Jewel City Club 29-52  
Glendale, California

Rush Limbaugh was named winner of the 1994 Double Speak award by the National Council of Teachers of English. They highlighted the many examples of misleading and incorrect statements that Rush Limbaugh has offered as the truth. Is this the example we want to set?

I understand that the "membership" selected him for

this award. But there should be minimum criteria that would eliminate candidates who do not meet our standards, but may have swayed public opinion to their side.

I reject your recognizing Rush Limbaugh on behalf of an organization to which I belong.

Terry Geurink, CTM  
Wausau Morning Club 782-35  
Wausau, Wisconsin

While Limbaugh does meet many of your criteria for a nominee, his divisiveness and mean-spirited attitude overshadow his abilities as a speaker. Toastmasters affords an encouraging and supportive environment for speakers of all levels and backgrounds to freely express their views while improving speaking skills. In contrast, *The Rush Limbaugh Show* presents one-sided, emotional arguments, where the host resorts to grandstanding and encouraging the audience to cheer him on and to boo opposing viewpoints. Public figures who disagree with Limbaugh's views are subjects of name-calling and ridicule. They are made fun of if they stutter, lose their train of thought in a speech excerpt, or even if they simply speak with an unusual accent.

While Limbaugh is undoubtedly effective in getting his message across, his method is often style at the expense of substance, emotionalism at the expense of reason, and intolerance at the expense of fairness. Though these qualities may make for a persuasive and popular speaker, they don't agree with the principles of Toastmasters which I have come to admire.

Norbert Hellmann, CTM  
Poughkeepsie Club 921-53  
Poughkeepsie, New York

### YOU CAN DO IT!

Our club has 43 active members. Five have asked not to be scheduled as Toastmaster, and seven have asked not to be General Evaluator. Three of the five who have requested not to be scheduled as Toastmaster also don't want to be General Evaluator. We have 12 people who don't want to be scheduled speakers and another nine who don't want to be evaluators. There are, however, lots of people willing to serve as timer or vote counter. In fact, we have so many members waiting to do those jobs that the Vice President Education is considering a meeting of just timers and vote counters. Oh yes, I almost forgot to mention the large number of people who are paranoid at the prospect of being called on for Table Topics.

I might exaggerate a little, but there is an alarming trend among members to duck out of jobs they don't feel comfortable doing. By asking to be excused from certain jobs because you aren't prepared or don't feel confident enough, you do yourself and your club a disservice. You should accept these jobs to prove to yourself that you can do them and that they aren't as dreadful as you imagine.

By doing so, you'll show new and potential members that they too can conquer their anxieties and fears. This also allows other club members to fulfill the roles they have been assigned, rather than always having to take over for you.

Michael Rochard, CTM  
Bachelors & Bachelorettes Club 3374-33  
Las Vegas, Nevada



by Rick Gilbert

# Public Speaking Is the # 1 Fear? Hogwash!

■ In our industry there is an old axiom that says, "Speaking in public is the No. 1 fear." The source for this dates back to the 1977 edition of *The Book of Lists*. A study was reported in which some 3,000 people were asked what they were afraid of. The largest block of people, 41 percent, said speaking in public was their major fear. Death was number six.

Now, let's think about this for a minute. It just doesn't make sense. Imagine this scene: A person puts a gun to your head and says, "Okay, Jack, this is it. Either give a speech, or I'll shoot." And you say, "Go ahead, pull the trigger." Unlikely.

Compared to death, serious illness or financial ruin, which were a few of the other choices on the list, standing up at a meeting and talking is only a momentary fear. One of our clients expressed it well: "This speech is nothing compared to the other priorities in my life."

So what is this so-called No. 1 fear all about? It's about approval. Most of us want to look good, to not make mistakes. Speaking before others gives us the chance to shine, or to crash and burn. We ask ourselves: What will everyone think? What if I go completely blank? What if I have spinach between my teeth? On the surface, our fears about public speaking seem cosmetic. These fears certainly are real. They are not, however, the scariest things we must face in life. In the words of T. S. Eliot:

*I grow old...I grow old...  
I shall wear the bottoms of my  
trousers rolled.  
Shall I part my hair behind?  
Do I dare to eat a peach?*

While we preoccupy ourselves with our surface or more trivial fears of public speaking, the real fear is in taking a position. It's about standing up, without apology, looking 'em in the eye, and saying what you mean with force. Let the chips fall where they may. In a word, "To be, or not to be."

The skills of speech organization and effective style are easy to learn. The courage to say what you mean is a bigger challenge. In fact, it's one of the biggest challenges we face in our lives. In the words of Tom Peters, co-author of *In Search of Excellence*: "Forget all the conventional 'rules' but one - stick to topics you deeply care about and don't keep your passion buttoned inside your vest." So, enjoy, or at least push through, the momentary fear of speaking before others. Then, "let 'er rip." **1**

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**Rick Gilbert**, a professional speaker and trainer, is founder of Frederick Gilbert Associates Inc. in Redwood City, California.



■ THE GENTLE AUTUMN BREEZE STIRRED the colorful leaves covering the lawn and driveway. Bright sunshine signaled a wonderful start to a vacation for my daughter and me. We were awaiting our ride to JFK Airport in New York where we would meet with 20 other travelers and fly to Ireland. We had been on similar vacations before, but this trip held some special plans.

When I joined Toastmasters International, the second half of that name was just that — the second half of a name. My enthusiasm for Toastmasters constantly spills

scheduled for that evening, and they would be delighted to have me join them. I took one more bold step and asked if I could give a manual speech. She most graciously welcomed me to speak and said they would look forward to my visit. I confirmed the arrangements in writing and planned my speech from the advanced public relations manual. Now this special trip was about to begin!

Everything indicated that this would be a perfect vacation. The flight was pleasant and the weather was the best Ireland had experienced in over a year. When, on

by M. Mary Mettee, CTM

# Talking on Vacation

Sure, and 'twas grand to visit a club in Ireland!

over into my workplace, and one day a co-worker suggested I visit a Toastmasters club during my trip to Ireland. It was a random thought, but it caught my attention.

The Area Governor faxed me a list of clubs in Ireland and there was one I immediately recognized: The Ennis Club in County Clare meets on Tuesdays at a hotel where we had stayed during two previous trips. Our travel advisor confirmed that we would indeed be in County Clare on a Tuesday evening, and we were scheduled to stay about two miles away. I thought this was too good to be true! I had the hotel phone number from the earlier trips, and on a whim decided to call to confirm if the club still met there. Sure enough — I got real excited as the hotel desk clerk provided me with the name and telephone number of the current club President.

Because of the time difference I had to wait several hours before Anna Marie Ryan came home from work. The day passed slowly. When I finally reached her, Anna Marie said that they had a Humorous Speech Contest

our last night, we arrived in Ennis the reality of my boldness struck. Here I was, a visitor to this country, a tourist on holiday, and I had the nerve to ask to speak to a club that was busy with a speech contest! The doubts began to creep in. Did I bring appropriate clothes? Would I remember my speech? Would I be able to get transportation to the hotel and then back to catch up with my group? All I had to do to reassure myself was reflect on how easily this entire adventure had fallen into place, and to remember the club president's warmth and friendliness.

Time could have been a problem. We arrived in Ennis a little later than I had hoped, but good fortune continued. The hotel desk clerk ordered a cab, and the trip to the hotel lasted just a few minutes. Once inside, I was greeted warmly and the president, Anna Marie Ryan, told me she had once visited a Canadian club when she was there on holiday.

The 25-year-old Ennis Club is proud of the fact that one of its members, Marie C.



- Make your arrangements in advance, if possible, by speaking to someone in the host club.
- Determine the length of time needed for the meeting and any social activity afterwards.
- Keep your speech positive, light and free from controversial subjects.
- Avoid colloquialisms and slang expressions.
- Dress appropriately but comfortably.

It is also nice to take a gift or memento to the host club or its members. All in all, my experience was very positive. I hope to try this again and experience the full benefits of being a member of our international organization. ①

*"Here I was, a visitor to this country, a tourist on holiday, and I had the nerve to ask to speak to a club that was busy with a speech contest!"*

Pyne, won first place in the International Speech Contest in 1985. Since the current members are working toward their CTMs, they were interested in hearing a speech from the advanced manual. All went well, and it was a wonderful evening. Niall Blake evaluated my speech and I was pleased with his astute observations. The Irish sense of humor is a special treat, and the Humorous Speech Contest was most enjoyable. I brought little American pins for everyone, but in my rush had left them in my room. Anna Marie said she passed the hotel every morning and would stop by the desk to get them. We parted early and I returned to my group with a warm feeling.

I want to thank the Ennis Club in County Clare for making this trip so special for me and suggest that if you are going on vacation or traveling for business reasons, you should consider connecting with a Toastmasters club in that area. It is a rewarding experience and well worth the effort. I would offer some suggestions, however:

**M. Mary Mettee, CTM**, is a member of McCormick Ingredients Club 8646-18 in Hunt Valley, Maryland.

*Editor's Note: For a list of Toastmasters clubs, and their meeting times and locations in a specific city or cities, please contact the World Headquarters Membership Department.*



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Ride a wave of excitement at  
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## 8 MAKING A CHANGE FOR THE BETTER – NEW CONVENTION SCHEDULE!

Our new streamlined and compact convention schedule begins on Wednesday, August 16, and ends Saturday evening, August 19. We've trimmed the convention by one-half day and increased the number of educational sessions, making the convention more economical and fun! Enjoy program variety with an **improved** educational program format. Choose from four exciting tracks: Speaking, Personal Growth, Motivation and Leadership, and Club and District Success.

### ARRIVING EARLY?

On Monday, August 14, witness the excitement as speakers from districts representing Australia, England, Ireland, New Zealand, the Philippines and Southern Africa compete for a final spot in Saturday's World Championship of Public Speaking.

### • Wednesday, August 16

If you're preregistered, pick up your ticket packet at 10 a.m. and select your seats for great events such as the Golden Gavel Luncheon, "Super '60s" Fun Night, President's Dinner Dance, and the World Championship of Public Speaking. Remaining event tickets can be purchased at noon, but these are subject to availability. So it's a good idea to buy your tickets ahead of time.

Visit the District Five Information Desk. Our hosts will introduce you to San Diego's hottest attractions. The Candidates' Corner and Credentials Desk open Wednesday afternoon.





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**OPENING CEREMONIES**

*Featuring Jim Cathcart, CSP, CPAE*

The spectacular Parade of Flags kicks off this thrilling event at its new time at 7 p.m. Hear the report of International President **Pauline Shirley, DTM**. Discover your natural path to growth with keynote speaker **Jim Cathcart**, as he presents "Rethinking Yourself."

**CANDIDATES' RECEPTION**

Meet this year's International Officer and Director candidates at an informal reception following the Opening Ceremonies.

**• Thursday, August 17**

**EDUCATION IN THE MORNING**

Begin your day with an exciting line-up of seasoned speakers. Choose from four exciting tracks: Speaking (Track #1), Personal Growth (Track #2), Motivation and Leader-

ship (Track #3), and Club and District Success (Track #4).

■ **"Continuing To Grow as a Speaker: The Winning Presentations 6-step Approach" (Track #1)**

*Thomas Leech*

Tom shares six winning steps to help you grow as a speaker. Identify skills that will help you to deliver a superb presentation.

■ **"Listening For Success" (Track #2)**

*Steve Kaye, Ph.D., DTM*

Discover the difference between hearing and effective listening. Get rid of listening habits that keep you from reaching your goals.

■ **"So What. Do It Anyway!" (Track #3)**

*Rita Kahn, DTM*

Do the impossible. Rita takes you from being powerless to becoming powerful with her no-nonsense approach to achievement.

■ **"Prepare To Instruct" (Track #4)**

*Leo Hoffman, DTM*

Effective training is essential for club and district success. Find out how to improve the quality of your next training program.

■ **"Never The Same" (Track #1)**

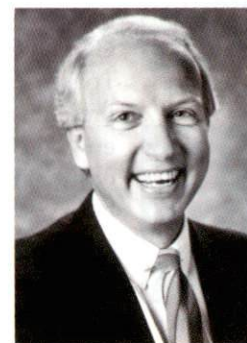
*Morgan McArthur, DVM, ATM*

Join 1994 International Speech Contest Champion Morgan McArthur and discover natural tools for enhancing your personal speaking style.

■ **"Publicity: Life's Biggest Table Topics" (Track #2)**

*Elliot Essman, ATM*

Jump start your speaking career by creating a unique publicity hook. Know how the media business works and how you can profit from it.



Mark Victor Hansen



The Shirelles



Karl Albrecht



Mary-Ellen Drummond



Rich Wilkins



Doug Malouf



Thomas Leech

■ "Self-Progression 101: How to Make Every Day Graduation Day" (Track #3)

Jeff Young

See this 1980 International Speech Contest Winner in action. Employ the "Three P's" to attain your goals: persistence, patience, and perseverance. Learn valuable leadership principles and make every day graduation day.



Steve Kaye

■ "The Club Newsletter - The 'Write' Tool For the Right Job" (Track #4)

Sylvie Anne Hanes, ATM

Get hands-on guidance in every area of newsletter production. Discover the power of the newsletter and make your club stand out.



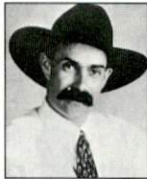
Rita Kahn

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Leo Hoffman



Morgan McArthur

**AFTERNOON SESSIONS**

■ "They Laughed...Until I Stood Up to Give My Humorous Speech" (Track #1)

John Kinde, DTM, Accredited Speaker

Add the power of humor to your next presentation. Find out why more punch in your punch lines will make an instant connection with your audience.



Elliot Essman

■ "More Than A Dream - Prescriptions For Success" (Track #2)

J.C. Stevens, Ph.D, ATM

Asha Stevens, M.A.

Combine timeless secrets of Eastern and Western philosophies with your Toastmasters training. Use Jack and Asha's formula to develop a personal prescription for success.



Jeff Young

■ "High Performance Leadership" (Track #3)

Karl Albrecht, Ph.D.

Meet the architect of Toastmasters' exciting module - *High Performance Leadership*. Find out how to earn authority and successfully influence others. Become an effective, high performance leader.



Sylvie Anne Hanes

■ "Building Strong Clubs" (Track #4)

Barbara Davies

Kristine Ledbetter, ATM

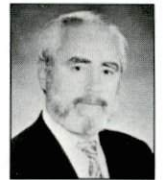
Michael Walker

Martin Olmeda

District Five experts share their secrets for building strong clubs. Discover innovative ways to increase membership in your club and lay a solid foundation for success.



John Kinde



J.C. Stevens

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Hear International Officer and Director candidates as they address convention delegates.

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Asha Stevens

● **Friday, August 18**

**ANNUAL BUSINESS MEETING**

Pauline Shirley, DTM, Chairman

Joseph P. Rinnert, Legal Counsel

Herb Nowlin, DTM, Registered Parliamentarian

Delegates gather to elect International Officers and Directors.



Barbara Davies

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**AFTERNOON SESSIONS**

■ "Win Your Audience Every Time" (Track #1)

Gregory A. Batson, DTM

Is your audience listening? Get some quick, easy-to-learn techniques that will keep audiences alert and attentive.



Frank Poyet



Gregory Batson

■ **"How to Find Gold in Your Mouth and Money at the Tip of Your Tongue" (Track #2)**

*Dottie Walters, CSP*

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Dottie Walters

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*Rich Wilkins*

Rich believes "Your attitude isn't just a state of mind, it's a reflection of what you value." Join "Mr. Pos" and discover how to reach your personal and professional goals.



Wayne Baughman

■ **"Marketing Membership in Clubs" (Track #4)**

*Wayne Baughman, DTM*

*Roberta Perry, DTM*

Wayne and Roberta show you how to influence visitors into becoming active members of your club. Learn to keep your club growing and motivated for years to come.



Roberta Perry

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Everybody is "feelin' groovy" at this "Super '60s" theme party. Get out those bell-bottoms, go-go boots, flowered shirts, Nehru jackets and rose-colored glasses. Shimmy and shake to the legendary sound of **The Shirelles**. Be part of the entertainment, dancing and fun. *Sock it to me? Far-out!*



David Cruickshanks

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Ian Flint



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■ **CALIFORNIA DREAMIN' – IN THE AFTERNOON**

■ **"How to Create and Deliver a Dynamic Presentation" (Track #1)**

*Doug Malouf*

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Sarfaraz Nazir

cover how to deliver a dynamic presentation with lasting impact.

■ **"Speakers Sampler" (Track #2)**

Listen to and enjoy a cross-section of speakers from Toastmasters clubs.

*David Cruickshanks, ATM*

*Ian Flint, DTM*

*Connie Mercer*

*Sarfaraz Nazir, ATM-S*

*Ron Pardee, ATM-B*

*L.J. Post, ATM*



Ron Pardee



L.J. Post

■ **"Developing Your Intelligent Heart – Three Essential Skills For Gifted Leadership" (Track #3)**

*Susan Wilson*

Ignite the desire in your followers to follow your lead. Learn how to make the best use of time and energy when you assume a leadership role. Build effective relationships with those you lead and ultimately serve.



Susan Wilson

■ **"Panel Discussion: Achieving District Success" (Track #4)**

*Larry J. Prickett, DTM*

*Irene Evans, DTM*

*Murale Gopinathan, DTM*

*Fekry Ismail, DTM*

*Brian O'Connor, ATM*

Join Past International Director Larry Prickett, DTM, as he moderates a "distinguished" panel of experts who served as Governors of President's and Select Distinguished Districts. Listen to these Toastmasters as they share valuable information about what it takes to achieve Area, Division and District success.



Larry Prickett



Irene Evans

■ **CLOSING SESSION**

■ **"Chicken Soup for the Soul"**

*Mark Victor Hansen*

Mark Victor Hansen is reshaping the vision of what is possible in our lives. See why his best-seller, *Chicken Soup for the Soul*®, has sold over 1.5 million copies. Prepare to take charge of your own growth and personal effectiveness.



Murale Gopinathan



Fekry Ismail

■ **PRESIDENT'S DINNER DANCE**

Dine and dance in elegance at this magnificent closing event. Past International President **Neil Wilkinson, DTM**, is the Toastmaster for the evening and will preside over the installation of our newly elected Officers and Directors.



Brian O'Connor

# Getting to *San Diego*

## Guaranteed Lowest Airfares to San Diego!

Get there for less! Uniglobe South Coast Travel in conjunction with United Airlines, Delta Airlines, and Alamo Rent-A-Car have been selected to provide special services and benefits to Toastmasters and guests attending the 64th Annual International Convention in San Diego, California, August 16-19, 1995.

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- **Alamo Rent-A-Car** has been selected to provide ground transportation for Toastmasters International and is offering special rates on car rentals, starting as low as \$22/day (U.S.) or \$105/week (U.S.) with UNLIMITED MILEAGE.
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Getting to San Diego is easy. The Town & Country Hotel is located just minutes from San Diego International Airport/Lindbergh Field. Make your travel plans now and take advantage of travel discounts. Remember, the convention registration desk opens at 10 a.m. on Wednesday, August 16, 1995.

- **By Air** – San Diego International Airport/Lindbergh Field serves more than 15 major airlines. Cloud Nine Shuttle buses provide transportation to the hotel at \$7 per person. Other shuttle companies provide service to the hotel for about \$10 to \$15. A cab ride between the airport and the hotel costs about \$10 to \$13.
- **By Bus** – Greyhound and Trailways bus lines serve San Diego. A cab ride from the bus depot to the hotel costs about \$10 to \$13.
- **By Train** – Amtrak provides rail service to San Diego's Santa Fe Depot. A cab ride from the depot to the hotel costs about \$10 to \$12.
- **By Car** – Several major interstate highways serve San Diego. The Town & Country Hotel is located on Hotel Circle North, next to I-8, between I-5 and I-805.
  - Traveling on I-5 take I-8 East to Hotel Circle exit. Proceed to Hotel Circle North.
  - Traveling on I-805 take I-8 West to Hotel Circle exit. Proceed to Hotel Circle North.

## Tax Deductible?

Did you know that U.S. Treasury regulations permit an income tax deduction for educational expenses - registration fees and costs of travel, meals and lodging - when the education is undertaken to maintain or improve one's employment or other trade or business? Also, if you're a duly appointed, voting delegate representing your club at the convention, attend all the meetings as the delegate and report back to your club, many of your out-of-pocket expenses are deductible as charitable contributions if your club does not reimburse you and there is no significant element of personal pleasure or recreation.

Toastmasters International is recognized by the U.S. Internal Revenue Service as a tax-exempt, nonprofit educational organization. (Contributions may be deducted on U.S. Tax returns.)



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# T O A S T M A S T E R S

## 64TH ANNUAL CONVENTION

AUGUST 16-19, 1995 ♦ TOWN & COUNTRY HOTEL, SAN DIEGO, CALIFORNIA, U.S.A.

MAIL THIS PART TO: Toastmasters International, P.O. Box 9052, Mission Viejo, California 92690 U.S.A. (This form is not to be used by International Officers/Directors, Past International Presidents, Past International Directors or District Governors elected for 1995-96.)

To attend general sessions on Wednesday, Thursday, Friday and Saturday, a registration badge will be required. Preregister and order event tickets now! **You must be registered to purchase tickets to any events, including the International Speech Contest.** ATTENDANCE AT ALL MEAL EVENTS AND THE INTERNATIONAL SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning at 10:00 a.m. Wednesday, August 16.

**ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 7.**

**FULL CONVENTION REGISTRATION** allows you to attend ALL general and educational sessions during the Convention. Full Convention Registration also allows you to purchase tickets to any events of your choice. Event tickets must be purchased separately. (See below)

- \_\_\_\_\_ Full Convention Registration for Members (Wed., Thurs., Fri., & Sat.) @ \$85.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Full Joint Registration: Husband/Wife (both Toastmasters) (Wed., Thurs., Fri., & Sat.) @ \$155.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Full Spouse/Guest Registrations (Wed., Thurs., Fri., & Sat.) (each) @ \$70.00 \$ \_\_\_\_\_

**ONE-DAY CONVENTION REGISTRATION** allows you to attend general and educational sessions and purchase event ticket(s) for one day of your choice (Wednesday/Thursday/Friday, or Saturday). If you wish to attend general and educational sessions or purchase event ticket(s) that take place on more than one day, then you must purchase a Full Convention Registration. No exceptions can be made.

- \_\_\_\_\_ Wednesday/Thursday (August 16 & 17) Convention Registration for Member/Spouse/Guest @ \$45.00  
(With this registration, you may purchase ticket(s) only for the Golden Gavel Luncheon.) \$ \_\_\_\_\_
- \_\_\_\_\_ Friday (August 18) Convention Registration for Member/Spouse/Guest @ \$45.00  
(With this registration, you may purchase ticket(s) only for the Toastmasters & Guest Luncheon, DTM Luncheon and Fun Night.) \$ \_\_\_\_\_
- \_\_\_\_\_ Saturday (August 19) Convention Registration for Member/Spouse/Guest @ \$45.00  
(With this registration, you may purchase ticket(s) only for the International Speech Contest and President's Dinner Dance.) \$ \_\_\_\_\_

**EVENT TICKETS.** To attend any of the events below, you must purchase a Full Convention Registration or purchase a One-Day Convention Registration for the day of the ticketed event(s).

- \_\_\_\_\_ Tickets: **Interdistrict Speech Contest** (Monday, August 14) @ \$9.00 \$ \_\_\_\_\_
  - \_\_\_\_\_ Tickets: **Golden Gavel Luncheon** (Thursday, August 17) @ \$28.00 \$ \_\_\_\_\_
  - \_\_\_\_\_ Tickets: **Toastmasters & Guests Luncheon** (Friday, August 18) @ \$24.00 \$ \_\_\_\_\_
  - \_\_\_\_\_ Tickets: **DTM Luncheon** (Friday, August 18) (Note DTM # \_\_\_\_\_) @ \$24.00 \$ \_\_\_\_\_
  - \_\_\_\_\_ Tickets: **"Super '60s" Fun Night** (Friday, August 18,) @ \$42.00 \$ \_\_\_\_\_
  - \_\_\_\_\_ Tickets: **International Speech Contest** (Saturday, August 19) @ \$14.00 \$ \_\_\_\_\_
  - \_\_\_\_\_ Tickets: **President's Dinner Dance** (Saturday, August 19) @ \$42.00 \$ \_\_\_\_\_
- TOTAL \$ \_\_\_\_\_

Check enclosed for \$\_\_\_\_\_ (U.S. Dollars) payable to Toastmasters International. **Credit cards not accepted. Cancellation reimbursement requests not accepted after July 15. Cancellations not accepted on site. NO EXCEPTIONS!**

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Name \_\_\_\_\_

Spouse/Guest Name \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_

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Daytime Telephone ( ) \_\_\_\_\_ If you are an incoming Club or District officer, indicate office: \_\_\_\_\_

I need special services due to a disability. Please contact me before the Convention.  This is my first TI Convention.

**B**

Everybody knows that to master a skill you need to practice a lot – usually more often than once a week. For example, it has been proven that physical activities such as tennis, bowling and skiing require two to five practice sessions per week for skills to improve. That is why most of our formal learning occurs in schools where fundamental principles are repeated daily.

The same principle applies to Toastmasters and public speaking. Meeting once a week is not enough to improve our communication skills. In a typical club of 24 members with three assigned speakers a week, the average member would be scheduled to speak once every two months. So how then has Toastmasters become such a successful international organization for the past 70 years if its agenda violates one of the main principles of learning? The answer is that

opportunities will in all likelihood learn much faster than those who rely only on scheduled speeches. The following 10 steps will help accomplish this objective:

**1. Volunteer for Table Topics.** By routinely participating in Table Topics, you will speak once a week at the very least. In addition, you will learn some basic techniques to cope with the unpredictability of impromptu speaking. For instance, try repeating the question to give yourself more time to think and structure your answer, then state how the topic relates to your own experience.

**2. Always have a speech ready in case a speaker does not show up.** Develop a new speech immediately after you have given one. This allows you to take advantage of

by George Myles, ATM

# Once a Week Is NOT ENOUGH

Toastmasters provides a format for personal development that offers many opportunities for growth in connection with or in addition to weekly club meetings.

Most of us have fairly good memories – but we also have efficient “forgetteries” – mechanisms that keep our brains from becoming cluttered with unnecessary and unused material. The amount of information that we forget is directly proportional to the time lapsed since we last learned or used that information. For example, can you remember who spoke at your last Toastmasters meeting and what they spoke about? Can you remember what was written on your evaluation slips for your last speech? If not, how do you expect to benefit from the feedback? We must use concepts and facts shortly after they are learned in order to incorporate them into our future performances.

The typical new member joins Toastmasters with the main goal of improving his or her speaking skills as rapidly as possible. For this purpose, Toastmasters provides many opportunities for growth and development in addition to speaking assignments. The member who takes advantage of these op-

portunities while they are still fresh in your mind. Let the Toastmaster know you will be ready to speak if assigned members do not show. It is surprising how often program vacancies occur – in some clubs, this step alone could double your speaking exposure.

**3. Become a mentor.** If your club does not have a mentoring program, develop one. Experienced and new members alike benefit from the guidance of a mentor. And becoming a mentor has the potential to help you as much as – if not more than – the person you are mentoring. It is satisfying to help others and share in their development and progress. Answering a new member’s questions allows you to see how much you have learned and reveals that other speakers have the same concerns as you once had or still have. Advising another person also provides additional speaking experience.

**4. Network with club members.** Take advantage of opportunities to get to know fellow members better by meeting with them

Take advantage of all Toastmasters has to offer and your speaking skills will improve much faster.



before and after regular club meetings. Another good method of networking is to call speakers or evaluators when they have done a particularly good job and tell them so. If you have suggestions for improvement, most Toastmasters will appreciate hearing from you. You are likely to find people with similar interests since most members are trying to improve themselves just as you are. Knowing members better will help you to control stage fright and concentrate on giving better speeches.

**5. Serve as a club officer.** By becoming an officer you will have additional opportunities to speak, such as giving meeting minutes or financial reports as club secretary or treasurer. You will also get to know the hierarchy and better understand how the club functions. Club officers can take advantage of leadership opportunities and gain valuable insight into leadership methods used by other officers.

**6. Attend area and district contests and other Toastmasters events.** Spring and fall speech contests at the area and district levels are an excellent place to observe outstanding speakers in action and get ideas for your own speeches. These contests add to the "critical mass" of speaking experiences and help to push speaking beyond the bare minimum of once a week.

**7. Participate in speech contests.** By volunteering for speech contests you accept one of the biggest challenges and best learning opportunities of the Toastmasters program. You will have the chance to speak outside your club and still practice within it. You will also learn from the other contestants. Winning a contest at the club level is an ego builder; winning at the area or district level indicates that you are truly becoming an accomplished speaker.

**8. Volunteer for higher-level jobs at the area, division or district levels.** Although these jobs require an additional investment of time, they provide dividends in terms of speaking, leadership and recognition that far exceed the small amount of effort spent.

**9. Read and file *The Toastmaster*.** This magazine offers many valuable tips for speakers. If you keep a file of past issues, you will have a source of material for your speeches and also advice on how to fill club meeting positions such as Toastmaster or Evaluator.

**10. Join more than one club.** The primary benefit is more frequent practice, which contributes to rapid progress. In my own Toastmasters experience over the past 25 years, I have noticed that some of the best speakers

*continued on page 23*

*"The amount of information that we forget is directly proportional to the time lapsed since we last learned or used that information."*

# CONQUERING

by Charles A. Jones, CTM

## CLUB CONFLICT

Club officers are responsible for recognizing problems and for pulling everyone together to find solutions.

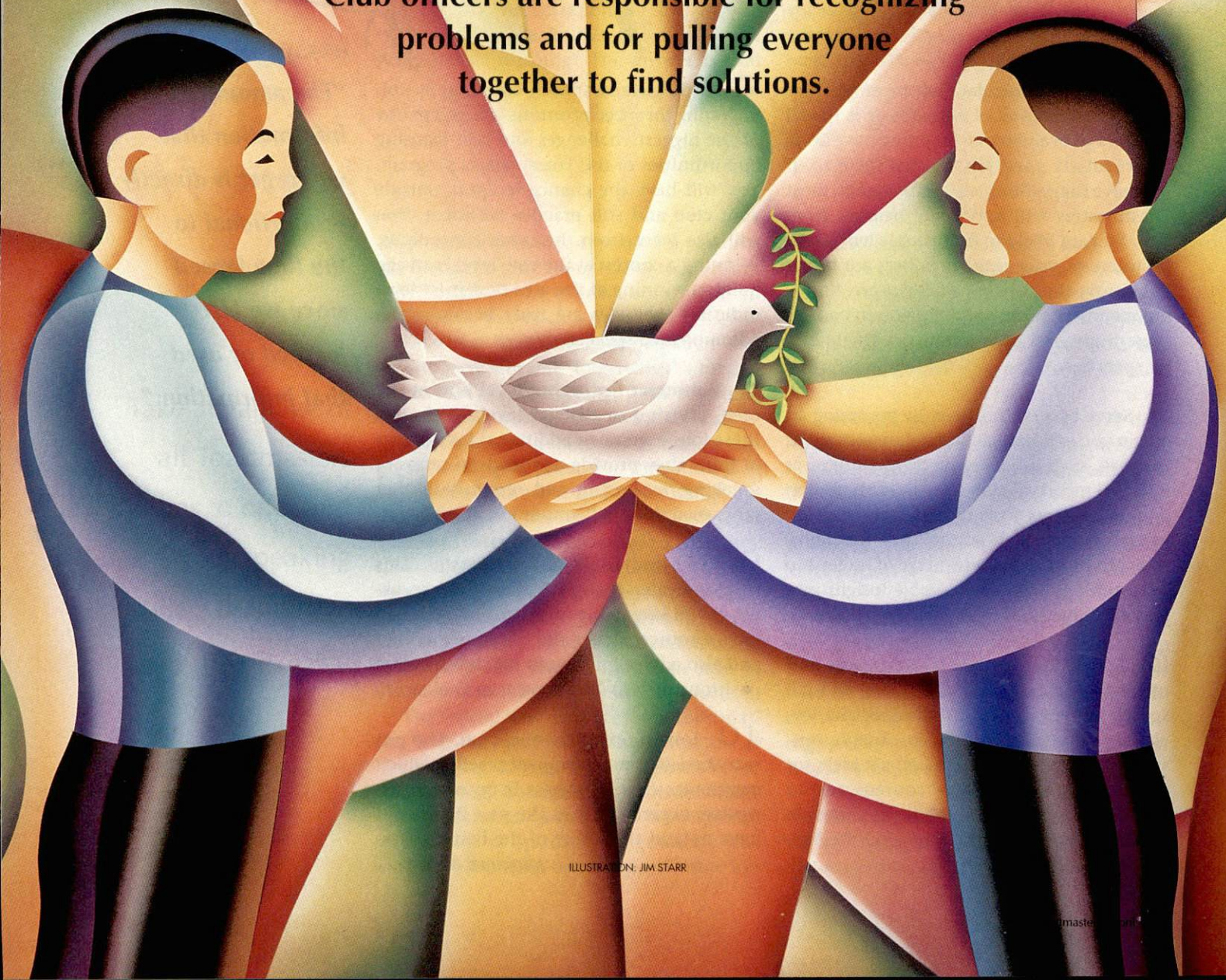


ILLUSTRATION: JIM STARR

master



**A** Toastmasters meeting should be an enjoyable, motivating experience – especially for guests. Sometimes, however, meetings can be unpleasant. Tension or hard feelings may be running just below – or even on – the surface.

Why? Because of two words that mean bad news: club conflict. I do not mean the standard conflicts over issues such as when and where to hold the club party or speech contest. Also excluded are any disadvantages caused by constructive criticism, which is – even if it hurts – a hallmark of the Toastmasters program.

What I am talking about here is the serious – and often ongoing – conflict due to inappropriate participation or criticism in the club. Such conflict may be between individual members or between the entire club and one member. Three such situations come to mind:

### THE SELECTIVE PARTICIPANT

My Toastmasters clubs have always been understanding about members using meetings to practice presentations intended for other groups.

For example, two members – one a realtor and the other a business owner – have practiced speeches that later were given before audiences of realtors and business people. We also have a surgeon who has given interesting medical presentations – complete with graphic slides! – from time to time before our club. These three members, however, attend meetings regularly.

The problem arises when a member attends only when using the club for such “dry runs.” At my first club, for example, a psychologist attended meetings only when she needed to practice a speech to be given later to a professional audience. Since her sole purpose was to rehearse outside presentations, her fair share of additional duties – such as timer and evaluator – fell to other members.

The conflict? Members resent helping others who “don’t pull their load” and attend only when it is convenient for their own purposes.

### THE SELECTIVE NON-PARTICIPANT

The “selective non-participant,” or perpetual beginner, is a first cousin of the “selective participant.” He or she consistently fails to show up when assigned any duties in advance.

How many clubs have new members who join and are “gung ho” until they must start participating? Consider the beginner who – because of fear, ignorance or lack of motivation – never wants to give that first speech.

Granted, many people join Toastmasters because of their fear of public speaking, and they should not be “thrown into the breach” prematurely and without help

and encouragement. But I strongly feel that at some point the person must be given and must accept the responsibility of moving forward – even if the pressure to do so causes the person to quit.

The conflict? Again, veteran members resent having to “baby” a new or longtime member.

### THE CRITIC

Is your club saddled with one or more critics? I don’t mean someone who offers constructive criticism every once in a while, but the person who offers personal, public criticism – and then only attends meetings infrequently.

I was president of our club a few years ago when we lost five strong members within a short period of time. Soon thereafter, one of our remaining key members spoke up during a discussion regarding a proposed slate of new officers. He began by criticizing people for not volunteering and pitching in to save our club. Then, at the close of his speech, he made the incredible announcement that he was too busy to be an officer.

We had another strong member who also quit after deciding that she had too many obligations. Later she rejoined the club and, although she had been absent for several months, immediately began criticizing us and exhibiting an “I can do better” attitude. As president, I was so upset by her comments during one particular meeting that another member had to take me to a restaurant afterwards to calm me down. Eventually, our fault-finding member agreed to become Vice President Education, but after a brief time she quit again. Sometimes I wonder what I would say if she decided to come back to the club.

The conflict? The morale of officers and members suffers from public criticism, especially when offered by a member who attends infrequently and does not pull a fair share of the load. Which reminds me of an old saying: “He who is rowing the boat does not have time to rock it.”

### HOW TO RECOGNIZE AND CONQUER CONFLICT

What are the results of conflict caused by these or other problems? They sap morale, especially that of the officers. (Officers tend to burn out anyway, and conflict is an added burden.) Also, they make negative impressions on visitors. Visitors are vital to a Toastmasters club, and anyone who thinks a visitor cannot detect disorder and friction is wrong.

How can Toastmasters resolve club conflicts? I offer the following suggestions learned (often painfully) during almost 12 years on active duty as an officer and a lawyer in the Marine Corps and during two years of participation in a men’s support group. Resolving conflict is a two-step process: Recognize conflict and then conquer it.

In the men’s group I learned the importance of recognizing conflict, i.e., we cannot resolve something we do not recognize in the first place. And a Toastmasters club

*“He who is rowing the boat does not have time to rock it.”*

cannot operate in a healthy manner if conflict is present and members cannot or will not recognize it. "Will not" is important because people, due to fear of confrontation or learning the truth, often choose not to recognize conflict.

My men's group also taught the importance of a second step: Conquering the conflict after it has been recognized. Conquering requires the often unpleasant task of confronting. If conflict is not confronted, true motives for behavior are secret or unknown, and members will work and act from erroneous assumptions about the operation of the club and the behavior of individual members. The saving element can be leadership.

The Marine Corps constantly emphasizes leadership and the role that leaders play in managing conflict among its members. Three aspects of Marine Corps leadership are very important in this regard:

- "Look after your people." A leader must look after the welfare of the members of the group.
- "Lead by example." Ask others to do only what you are willing and able to do yourself.
- "Criticize, blame or question in private; praise in public."

### SPECIFIC APPLICATIONS TO TOASTMASTERS

How does this leadership theory apply to a Toastmasters club? Strong officer leadership is the key to recognizing and conquering club conflict.

The warning signs of conflict may be subtle (a member suddenly stops attending or attends irregularly) or direct (an evaluator bluntly and excessively criticizes one of the first speeches given by a new member). Regardless, the officers must be alert for these indicators.

After recognizing conflict, the officers must conquer it by confronting it. The club cannot work from false assumptions about who is doing and feeling what. Reality, not assumptions, must be known, and, at the risk of unpleasant confrontation, the problem must be identified, clarified and discussed.

The officers must take the lead here because they cannot ask other members to do what they themselves would not do. After a conflict is recognized, the President and additional officers must act. One idea is for the President to talk to a member privately about the problem. Afterwards, they can either consider the matter closed, or they can bring up the problem at a meeting as a generic topic without mentioning a specific person's name.

Another solution is a special meeting at the club to discuss suggestions about the club's operation. People can air their conflicts at such a session. In fact, the club should have such meetings periodically, but *the officers are responsible for ensuring that the focus stays on acknowledging problems and pulling everyone together to find solutions.*

Here are some solutions to the types of conflict just discussed:

**The Selective Participant.** An officer must tell such members in private that they will no longer be allowed to speak if their attendance is limited only to meetings at

which they speak. The President or Vice President Education should reaffirm that policy to the group.

**The Selective Non-Participant.** An officer should privately tell the member that he or she must start participating. Applying the principle of "looking after your people," the officer should also ensure that the member is receiving motivation and encouragement to perform. A mentor can be assigned.

**The Critic.** An officer must tell the member in private that nonconstructive public criticism – especially if personal and from a member who infrequently attends – is unwelcome and counterproductive.

### AN OUNCE OF PREVENTION...

The guidance above discusses steps to take after the problem has arisen. Prevention of course, is better. The officers – especially the President and Vice President Education – should clarify what is expected of club members and establish clear ground rules. For example:

- The Toastmaster should plan the meeting and call all participants to confirm their attendance.
- A member scheduled on the program is expected to attend and to perform, regardless of duties. If the member cannot attend, he or she should call the Toastmaster.
- Selective participation and selective non-participation are unfair and will not be allowed.
- New members have a grace period (specifics established by the club) to learn about their club and how it works. After that period ends, the member is expected to speak and perform other duties as requested.

### THE BALL IN THE POOL

Joining a Toastmasters club is not a ticket to inactivity. Members are expected to participate constructively, for only through active, constructive participation can the club accomplish the goal of the Toastmasters program: preparing members to speak and to lead meetings outside the Toastmasters environment. Conflict distracts from that goal.

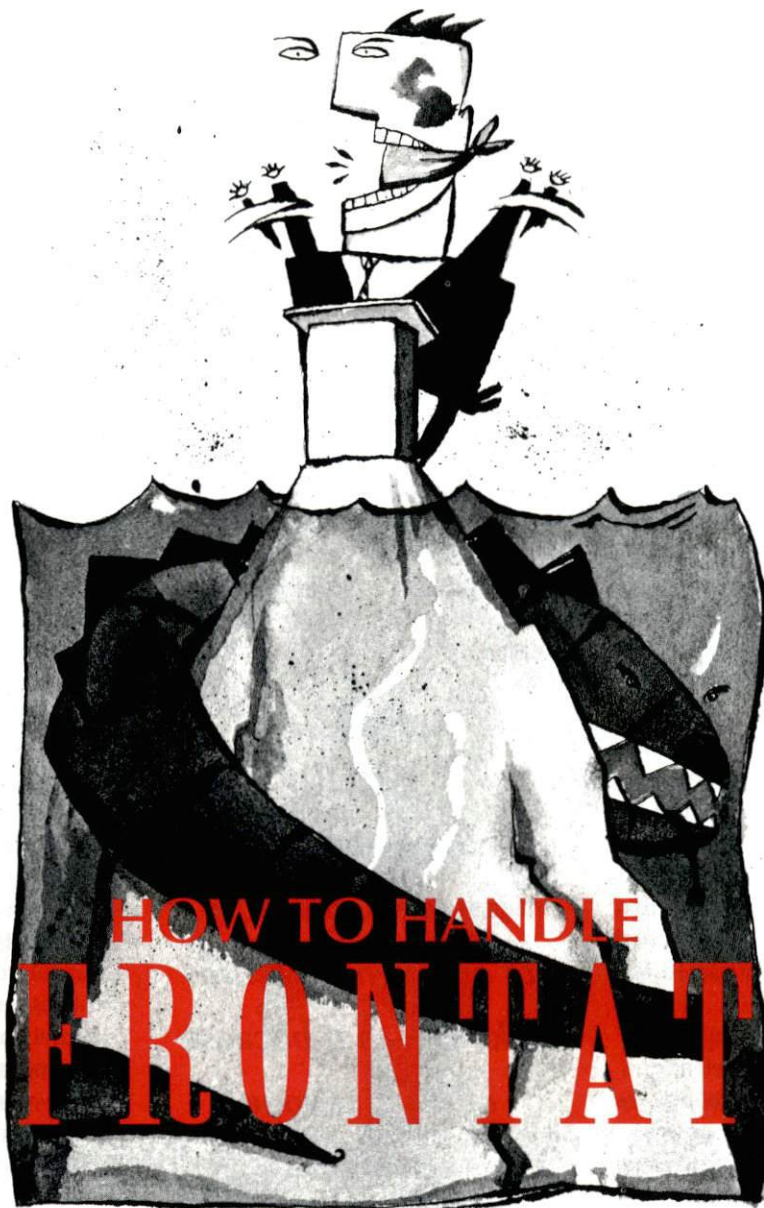
Handling conflict properly is vital. Hiding it does not make it disappear; in fact, if it is hidden, the conflict itself will take on a life of its own, becoming more important and disruptive than the underlying problem originally causing it. A club will not suffer because the timer also has to count votes; it will suffer if a disagreement over the merits of that policy is unrecognized and settled.

A friend of mine once gave me the best analogy of conflict I've ever heard. Remember those big, lightweight plastic balls that children play with in swimming pools? Remember trying to keep one under water? Ignoring conflict is like trying to keep one of those balls under water. It works briefly – but the ball always surfaces.

Your club will swim along better if it recognizes and conquers conflicts among its members. **1**

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*Charles A. Jones, CTM*, is a member of Speak Up Club 6181-66 in Norfolk, Virginia.



# HOW TO HANDLE CONFRONTATION

19)

**The Iceberg Theory of Confrontation: 90 percent of a confrontation takes place below our rational awareness.**

*by Mary Anne Davitt, CTM*

**H**ave you ever been confronted by a hostile, angry person? How did you respond? Calmly, with level-headed control of the situation? Or defensively, with hostility to match your attacker's?

We've all been on the receiving end of confrontation – sometimes a bit too frequently. And we sometimes don't handle it too well. It's especially difficult when you're speaking to a group: there you are, concentrating on the speech, when someone attacks you out of the blue. You become tongue-tied and defensive, or hostile and aggressive, or all of the above. And you gnaw on it, and it gnaws on you, for days.

But you can't quite put your finger on what went wrong. You can't quite figure out *why* the perfect response didn't hit you until the middle of the night three weeks later.

The reason for this is explained by the Iceberg Theory of Confrontation: 90 percent of the dynamics of a confrontation take place below our rational awareness. The Titanic sunk, not by the visible 10 percent of the iceberg, but by the 90 percent hidden below the surface of the sea. So, too, can unconscious factors bring down even the most polished speaker.

But with a little effort, these factors can be understood and tamed. Here are some tips on handling confrontation in a positive way.

**I** **Know your audience.** Learn as much as possible about them. The more you know about your audience, the more you'll understand how they view you. This can help you anticipate challenges and avoid unpleasant surprises.

Why have they invited you to speak? Are you representing your state's Health Department to some outraged homeowners regarding a toxic waste dump contaminating their water supply? You may be the scapegoat for their rage and frustration. If you know about these feelings ahead of time, you can plan accordingly.

Also try to learn *why* they hold their position on your topic. Beliefs don't just suddenly leap into people's heads. They have been thought out to some extent, probably with some unexamined assumptions to bolster the arguments. The more care you devote to understanding the foundation of their beliefs, the more easily you can anticipate objections and get your own ideas across.

**2 Know your confronter.** There are several different kinds. One is the audience spokesperson, whose questions represent your audience's beliefs. A question or comment from this person may elicit applause. If you've researched your audience, you'll be prepared for such a response.

Then there's the audience embarrassment: the person who is either using you to draw attention to him or herself, or exercising some obsessive fanatic tendencies. This may be through a question designed to demonstrate superior knowledge or moral stance; it may be through a diatribe against your position. If this person is obnoxious enough, it might actually work to your advantage: the rest of the audience could be so embarrassed by the whole thing that they'll become more sympathetic to you (hoping desperately, as they sink in their chairs, that you won't think they have any connection with The Pest).

**3 Know yourself.** This is the most important, and the most difficult means of handling confrontation. You need to understand and work through your own feelings about the subject matter, as well as your feelings about those who hold opposing views.

You also need to understand how you feel and respond when confronted by an angry or arrogant person. What are your buttons? How can they be pushed? Ideally, you'll have done the personal work necessary to deactivate those buttons. For example, you may have been raised by authoritarian parents who controlled you through guilt and shame, tolerating no response or disagreement. As a result, even 30 years later you may become speechless, terrified

and overwhelmed with guilt or shame when confronted by someone with an angry, authoritarian demeanor.

If you know that someone's angry, authoritarian manner may trigger fear and helplessness or rage and hostility in you, you're better able to choose a different response. You can say to yourself, "Here is someone whose posture and tone of voice hook into memories of my domineering parents, and this would normally trigger a response of rage or helplessness in me. However, in this situation I will choose a more productive response."

Remember this fundamental but little-known fact of human psychology: We all think and say what we do because of our own personal make-up – *not* because of what anyone else thinks or says. If someone confronts you, it is not because of what you said, but because of who that person is. You are *not* responsible for that person's thoughts or responses to you. The person may be responding to your words (and certainly you should be circumspect), but his or her interpretation of your words and the nature of the response – pleasant or hostile – are entirely up to that individual.

And the flipside of this is that how *you* respond to a confrontation has nothing to do with your attacker; it has to do with who *you* are and how *you* choose to behave. Your attacker doesn't force you to respond angrily or fearfully – that is *your* choice. But it is a *conscious* choice *only* if you know yourself and know the alternatives.

“  
**We all  
think and say  
what we do because  
of our own personal  
make-up – not because  
of what anyone  
else thinks  
or says.**  
”

**4 Treat everyone – audience, confronter and yourself – with the utmost respect.** Most people are sincere in their beliefs and have what they consider good reasons for holding them. The person behind that “ridiculous” belief is usually an intelligent, thoughtful human being. If you sincerely believe this, it will shine through, doing much to defuse hostility. Besides, if you take people seriously, you're more likely to consider their ideas carefully, and think more deeply about your own position as well.

**5 Stick to the subject.** Don't be led away from the matter at hand. If you do, you've given up control of the discussion, which could be disastrous. Perhaps you are uncomfortable saying something like, “That is not really related to this subject; I think it would be more appropriate in another discussion.” Again, this discomfort may be from a fear of authority, or of sticking up for yourself.

Think of it as verbal judo, using your attacker's weight against him or her. And, just like judo, you need to practice in a safe setting. Say it aloud over and over again to a trusted friend until you're totally comfortable with it.

**6 Make the confronter responsible for the confrontation.** You're not a mind reader. If you don't understand the question, don't be afraid to admit it and ask for clarification. If it could be interpreted several different ways, say that you find it ambiguous and ask for some elaboration. If possible, rephrase the question in a way that reveals the questioner's orientation.

For example, someone may ask you, "Don't you agree that laws regulating the dumping of toxic chemicals are really a Communist plot?" You might reply, "If I understand correctly, you're saying that *you feel* people should be free to dump whatever they want wherever they want, and *you feel* that attempts to regulate this practice will seriously undermine our basic freedoms. Is that a correct understanding of your question?"

Such rephrasing helps you maintain control of the discussion and avoid being manipulated. You reveal hidden assumptions and possible absurdities in your attacker's position. You also make the confronter responsible for the content of the question, while at the same time demonstrating that you're taking the question, and the questioner, seriously. And finally, you gain a better understanding of the question, and perhaps discover a productive line of response in the process.

**7 Mentally separate yourself from your subject.** No matter how deeply you believe in your cause, or how active you are in your group, you yourself are a separate entity. If you remember this, it will be easier to stay detached when someone in the audience launches an attack – you'll better understand that the attack is not on you personally, but on what you represent.

It will also make it easier for you to acknowledge your group's mistakes. In some instances, this might be an effective tactic. Not pleasant, certainly, but your openness about your group's shortcomings might actually make your audience more receptive to your ideas.

**8 Be very clear about your own agendas – stated, hidden and buried.** Your stated agenda may be to inform your

(potentially hostile) audience about your organization's purpose and activities. An environmental activist, for example, might be addressing a convention of oil executives on the fundamental reasons for environmental activities and the focuses of different environmental organizations.

A hidden agenda might be to persuade your listeners of the "rightness" of your cause and the "wrongness" of theirs. If so, be very clear about it in your own mind and don't let it reduce the effectiveness of your presentation. The clearer you are about your goals, the more effectively you can deliver a persuasive presentation.



**9 Listen for verbal traps from your confronter.** "Don't you agree that...?" "Don't you think that...?" "I'm sure you would concur in saying..."

Don't accept anyone else's assumptions about the subject or about your beliefs; if you do, you give up your power. Instead, rephrase the statement in such a way that its maker has to accept ownership and you can step out of the loop: "If I understand correctly, you're saying that you believe..., and you wonder if I share your feelings."

**10 Listen for sweeping generalizations.** People will look at some specific behavior in a few instances and generalize from this to encompass the entire group or cause at all times and in all places.

For example, it's true that some teenagers belong to vicious street gangs. But to claim that *all* teenagers are drug addicts and thugs is bad reasoning and leads to faulty conclusions. You can employ verbal judo against this "reasoning" to throw off the attack: "Yes, you're quite right, some teenagers do belong to vicious gangs. But I personally know three teenagers who spend 10 hours a week tutoring disadvantaged children." You have agreed with part of the attacker's premise, while at the same time undercutting the generalization with contradictory evidence.

The key to handling confrontation productively and successfully is being able to handle the most important factor in it. That factor is you. **1**

*Mary Anne Davitt, CTM*, is a lawyer and writer living in Boulder, Colorado.



■ One of the most often asked questions in my workshops is “How do I handle the angry people in my life – at home and on the job?” I’d like to share some of the techniques I teach that will reduce your stress when facing an angry or unhappy person.

First, let me ask you to consider the last time you had an argument with a little kid – and you won! It usually doesn’t happen, does it? Well, I guess it depends on how much bigger you are than the child! When you think about it, any angry person is really a

by Jean Gatz

# The Five **A’S** of Handling **Angry** People

**A**gree to the extent that you can. You do not have to agree on who’s right and who’s wrong. You are simply agreeing that there is a problem. And remember, it’s hard to stay angry with someone who’s agreeing with you! Example: “I can see why this would upset you.”

**A**pologize to the extent you can. If this is a customer service situation, of course you will apologize because it is the professional thing to do. But when dealing with angry family members and friends, be careful not to fall into the “Edith Bunker Syndrome” of apologizing for everything that befalls other people, even if it’s not your fault! Examples of a blameless apology are:

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Any angry person is really a little kid dressed up in an adult’s costume!

little kid dressed up in an adult’s costume! This person is rationalizing like a little kid while putting his/her childish thoughts into words – often at your expense.

There you are trying to communicate as one adult to another, but you’re not dealing with another adult. Using effective communication skills will eventually bring “the little kid” up to *your* level. Here are some tips to help the two of you talk about the problem like grown-ups:

**A**ssess: Let the other person “tell his story.” Resist the temptation to interrupt with a very logical solution and let the little kid “speak his piece, have his say, and get it off his chest.” The good news: Eventually, he has to take a breath, and this is your chance to move to the second step.

**A**cknowledge that there is a problem. Do this by practicing active listening techniques (good eye contact, giving the person your undivided attention, etc). Even if you don’t believe a problem really exists, it’s important to validate the other person’s perception of the situation. Examples: “I see you’re upset. What’s happened? Can I do anything to help?”

“I’m sorry that happened.” And in a customer service situation: “I apologize that you’ve been inconvenienced.”

**A**ct within your authority. In a customer service situation, if you can’t solve the problem, it’s your responsibility to “make things right.” You can, however, offer your understanding and support.

In dealing with angry people, it’s important to know what they may want from you. Depending on the situation, this includes:

- ▶ to be listened to and taken seriously;
- ▶ to understand their problem and the reason they’re upset;
- ▶ compensation or restitution;
- ▶ a sense of urgency, i.e., “Fix it quick!”
- ▶ avoidance of further inconvenience;
- ▶ assurance it won’t happen again;
- ▶ to be treated with respect.

If you make the commitment to practice the Five A’s, you’ll find they really do work, and you will be much more effective in dealing with the angry and unhappy people in your personal and professional life. **T**

**Jean Gatz** is a professional speaker living in Baton Rouge, Louisiana.

## Once a Week Is Not Enough

Continued from page 15

are members of two or more clubs. Benefits that can be expected from simultaneous membership in more than one club are:

- Your skills will improve more rapidly since you get more speaking experience. By giving the same speech to two clubs, you benefit from additional evaluations and feedback.
- You can put into practice the suggestions you receive from the members in the first club when you speak to the second club.
- You will have the benefit of performing in a different setting to a new audience.
- You will meet a new group of friendly people and observe different methods of club operations.
- By performing more frequently, you get to practice what you have learned before it is forgotten.

I have observed that some of the best speakers renew their membership year after year even though they are so

good that there is little room for improvement. On the other hand those who do not do well and seldom if ever win the "Best Speaker" or Table Topics awards are the most likely to drop out.

In view of benefits to the club as well as to the members, there are specific measures clubs can take to provide speaking opportunities:

- Assign a mentor as soon as a new member joins.
- Schedule the "Icebreaker" speech within the first month of membership.
- Larger clubs should consider scheduling "pick-up meetings" to give members more frequent speaking opportunities.
- Encourage joint memberships and participation in area, division and district functions.

Make the most of each club meeting and you might just discover that once a week *can* be enough to become an outstanding Toastmaster. **1**

**George Myles, ATM**, is a member of Dawn Yawn Club 3218-26 in Lakewood, Colorado.

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## Words of praise, when carefully chosen, can heal relationships, resolve conflicts and improve your chances of professional success.

When my children were in their teens, our family played a game, so to speak, each evening at the dinner table. The four of us were expected to tell about a compliment we had given to someone that day – a friend, store clerk, teacher, co-worker, janitor or cab driver. We called it our Compliment Club.

It was fun to hear about the reactions of those who were complimented: How the school janitor beamed as our daughter, Peg, told him she thought he was a very nice man because he always was helping students, or how our son Dave's basketball teammate shrugged his shoulders in appreciation when Dave told him "that sure was a great shot you made last night to win the game." Peg and Dave felt good for having complimented others. It was a win-win situation.

Of course, the compliments had to be serious and meaningful. The important thing was to get all of us in the habit of complimenting. It makes both the giver and receiver feel

1. *When at all possible, compliment on an insecurity.* The secret to maximizing a compliment's effectiveness is realizing that everyone is basically insecure in one way or another. The insecure person

(and remember, that's all of us!) is primarily concerned about what others are thinking about him or her. Thus, complimenting reassures people, enhances their egos and reduces their insecurities.

The famous but stern John D. Rockefeller was such a wealthy and tremendously successful financier you might wonder what words of praise could be used that wouldn't be confused with insincere flattery. But one day, as the story goes, he was asked to talk to a Sunday school class in his church. Afterward, the teacher told him his message was perfect and meant a great deal to all the children in the group. Rockefeller was moved by this compliment and became immediately cordial – something the tycoon was not noted for during his business career.

## THE ART OF

# Complimenting

better toward each other. It helps us "get along" with people, whether in business, school, Toastmasters club, or with our friends and family members. Getting along with others is essential in life. In today's world we call it "human relations."

Using a simple compliment effectively can make you more convincing in business and professional situations, improve your relationships with your boss or co-worker, reverse a negative turn of events with your spouse, and increase your chances of resolving a conflict. But the compliment, to be most powerful, cannot be confused with flattery and must be used in an astute and intelligent manner.

### THE FIVE APPROACHES TO COMPLIMENTING:

Keep in mind that compliments come in a wide variety of forms. At one extreme is the simple and obvious "My, you look pretty/handsome/happy today." At the other end is the subtle type of compliment that doesn't require a word being uttered. Recognizing the five approaches helps you become a sophisticated compliment-giver.

by William F. O'Dell

To have complimented Rockefeller on what a great financier he was would have fallen on deaf ears. He recognized his ability along those lines. But he was emotionally touched by the thought that he appeared human in the eyes of the children. Basically, Rockefeller was probably insecure regarding his ability to be liked.

Another example: You are in a business meeting and have just concluded a presentation. You are worried about what other people thought of your message and delivery. But when someone says, "Your report was certainly well received. Your logical outline made it highly understandable..." your insecurity of the moment is reduced.

2. *Be specific.* In the business meeting mentioned above, a "good job" certainly is better than nothing. However, a more specific compliment would have had substantially greater impact. For example: "Diane, I thought you were most effective – especially when you explained your data on housing starts." A specific compliment shows that you were really paying attention.





PHOTO: PAUL BARTON

**3.** Never “minimize” the other person. The goal of complimenting is to make someone feel good, especially when it relates to his or her insecurities. Criticizing someone is a reverse form of complimenting and of course should be avoided. One of the toughest assignments in the workplace is conducting performance reviews. No one likes to be criticized; it makes you feel small. Dishing out criticism is not necessarily an ego-booster either. But a wise supervisor can turn a potentially negative situation into a positive one by initiating the conversation with praise.

One of Abraham Lincoln’s greatest talents was the way he handled people. During the early days of 1863, the Union Army was being soundly trounced and things looked bleak for the country. At that time, President Lincoln appointed Major General Joseph Hooker to a new responsibility. The letter notifying General Hooker is considered a masterpiece by current historians:

*Major General Hooker:  
I have placed you at the head of the Army of the Potomac. Of course I have done this upon*

*which appears to me to be sufficient reasons. And yet I think it best for you to know that there are some things in regard to which I am not quite satisfied with you.*

*I believe you to be a brave and skillful soldier, which, of course, I like. I also believe you do not mix politics with your profession, in which you are right. You have confidence in yourself, which is valuable, if not an indispensable quality. You are ambitious, which within reasonable bounds, does good rather than harm. But I think that...*

Lincoln then criticized some of the general’s activities, closing his letter on a strong positive note. He knew that General Hooker would be more likely to embrace his new assignment if the president reassured the soldier that he favored the general’s overall thinking and attitude. Thus, the praise preceded the criticism.

**4.** Respect the views of others. To publicly agree with another’s point of view is an indirect compliment. Who

wants to be doubted or proven wrong, especially in front of a group?

Some situations, however, do require corrections of another person's statements. A business meeting is a good example. How can you correct a co-worker without initiating a heated argument? First, show that you are giving serious thought to the view expressed. The worst thing you can say is, "You are wrong." Those words will create an enemy.

I sometimes use the "nine-second ceiling approach." I look at the ceiling for a few seconds, and right then and there the other person knows that I am giving consideration to the view expressed. This often results in a greater willingness to accept another point of view.

Verbally, you can handle the situation in a variety of ways. Here are a few:

- "What you say has merit, yet there is another point you may want to consider."
- "I like your thought and agree with much of it. However..."
- "I can see how you feel the way you do. Many will agree with you. However..."

I recall a meeting I attended not too long ago. One of the men sitting directly across from me kept shaking his head during my "profound" comments. It was unnerving! I wanted to tell him to sit still and quit disagreeing – at least until I finished. How much better it would have been had he waited and then used one of the above statements before telling me I was wrong.

When you wish to express your agreement with someone who has made a point at a meeting, it is more effective to

open your comment with a compliment. Say, "I like what Paul said a moment ago. It was a perceptive observation."

5. *Seek the help and opinion of others.* Asking a favor of someone is not usually thought of as a compliment, but it does have that effect. When someone phones and says: "Carla, I need your advice," your reaction is probably positive. You are complimented to think that someone wants your counsel. When a friend of mine called in the middle of the night for a ride to the hospital emergency room I was eager to help, and pleased to know that he had chosen me to turn to. So seek help from others – be it advice, an opinion or out-right assistance.

There is one pervasive problem with complimenting, and all of us are guilty. The simple truth is that we don't do enough of it. How many times have we thought something pleasant about someone but failed to comment when we had the chance? So be alert. Join the Compliment Club: Make someone feel good through effective words of praise.

The fact that you have read this article is ample evidence that you are eager to improve yourself while making others around you feel good. And that shows how smart you are!

**William R. O'Dell** is the author of several books about business decision-making and human relations. He lives in Fort Myers, Florida.

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can we talk?



Forget the false modesty. All you need are two little words.

by Joanne Sherman

## Don't Put a Dent in My Compliment

■ WHILE AT A CONVENTION IN NEW ORLEANS, I had the opportunity to attend a pre-breakfast speech. After spending too much of the previous night absorbing the "local color," for which the French Quarter is so famous, I was having difficulty focusing. And I was not the only person in the audience who appeared bleary eyed and in need of sleep. Fortunately, the speaker delivered such an interesting and eloquent presentation we forgave the uncivilized hour and politely ignored the chorus of rumblings from a hundred empty stomachs.

When he finished, not only did we enthusiastically applaud, we jumped to our feet to do it. Hungry as I was, while others scrambled for position at the breakfast buffet, I hung back and sought out the speaker. I did not gush or fawn. What I said was: "I wanted to tell you how much I enjoyed your speech," and this great orator for whom I had sacrificed much-needed sleep, not to mention sustenance, took my compliment and tossed it aside like a piece of garbage.

Instead of accepting the compliment, he responded with an indifferent shrug. "That? Oh, that was nothing. Mostly off the cuff. Just some thoughts I threw together this morning while I was shaving."

I felt like a jerk and was sorry I had wasted my time and a sincere compliment on him. Then, to add injury to insult, when I finally got to the breakfast buffet, the coffee was cold and the bagel basket was empty.

That incident set me to wondering what causes some people to brush off kind words of praise. Tell a woman you like her dress and she's apt to respond with that standard retort, "Oh, this old thing? It's just a rag." Compliment a man on his tie and likely as not, he'll inform you that he hates it and the only reason he wore it was because his

wife insisted. Are these people aware that to respond that way is to question the taste of the person who gave the compliment? That's what it does and it is *not* an endearing quality. If you tell me you like my car and I say, "It's just a pile of junk," what I'm really saying is that you like junk.

From Emily Post's first manual of etiquette to Charlotte Ford's *Guide to Modern Manners*, the rule for properly responding to a compliment has remained constant: An individual should accept a compliment with grace and a thank-you. It's that simple. Just thank you. Not a long, stammered, dissertation or denial that causes embarrassment by belittling the opinion of the person who has offered the compliment.

It is hoped that each of us will occasionally find ourselves on the receiving end of a compliment. We should learn to graciously accept such gifts. Obviously, Mark Twain appreciated their value when he said he could live for two months on a good compliment.

But back to the nasty, insensitive oaf who threw my sincere compliment on the ground

and smashed it into a million pieces. (What, me hold a grudge? You bet!) Having stood behind a lectern myself, I'm well aware that a speech of the quality of the one he delivered is neither casually thrown together during a few moments in a steamy bathroom, nor was it off the cuff. Obviously, he spent time and effort on his presentation. It's unfortunate that he didn't spend time rehearsing two words: Thank you.

I have forgotten much of what that man said during his speech, but I certainly remember what he didn't say afterwards. **T**

**Joanne Sherman** is a writer living in Shelter Island, New York.

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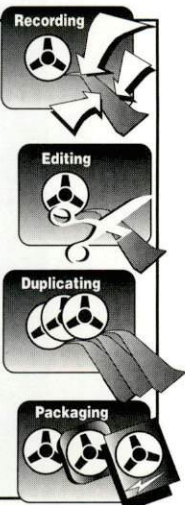
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Plagiarism has probably been with us as long as language. Technically, you plagiarize when you repeat a joke you heard last night without making reference to its source. *Any time* you quote anything without attribution, you are technically plagiarizing, since the well of general knowledge contains vast quantities of information that *someone, somewhere*, originated. We all – especially public speakers – expropriate from it regularly, the allusions marking us as educated persons.

There's a fine line between the kind of borrowing that constitutes an admiring bow to a classic work and the kind that's really the theft of another person's efforts. That's why some authors and speakers laugh off minor plagiarism as a compliment, while others get angry enough to sue – or at least to sound off. In either case, plagiarism comes home to roost – not only because a lawsuit is expen-

recognizable that they've become part of the well of generally held knowledge. Even then, it doesn't hurt to give a little nod to the original source, setting a phrase off by referring to it as "proverbial" or "apocryphal." If, after an honest effort, you can't identify the originator of the material, at least avoid the appearance of claiming it as your own by using that little nod, or a vague, general attribution, such as, "It has been said..."

Giving at least this much credit to a source of material that isn't really yours, whether you're quoting directly or paraphrasing, makes sense. After all, that joke you heard last night at a party, and which you want to include in your speech today, may well have come from some comedy routine on television, from a movie you haven't seen, or from a book or magazine article. Preface your use with "The word going around is..."

by Ellen M. Kozak

# Avoiding PLAGIARISM Can Be as Easy as ABC

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There is a fine line between the kind of borrowing that constitutes an admiring bow to a classic work and the kind that's really the theft of another person's efforts.

sive to defend and may result in a judgment against you, but also because allegations of plagiarism can damage your reputation.

The brand of "plagiarist" is a stigma with a high price: it cost Senator Joseph Biden his 1988 bid for the presidency and more recently, resulted in the forced resignation of the dean of Boston University's School of Communications. This is because plagiarism is, in plain point of fact, theft: the theft of another's efforts, and often of his or her exact words as well.

Plagiarism and copyright infringement are not the same thing. Copyright infringement occurs when – whether by direct quote or paraphrase – you use too much of a *copyrighted* work without the permission of the copyright owner. It can occur even when you give credit to the source.

Plagiarism may involve works that are *not* protected by copyright, such as ideas, which U.S. copyright law doesn't protect, or the actual words that make up works that are too old to be protected by copyright law.

But there's a simple way to guard against plagiarism. All you have to do is remember your ABC's.

**A:** *Always attribute words that aren't your own*, unless they're so broadly

and you're less likely to meet with stony silence for having repeated part of one of Jay Leno's monologues or a bit from *Seinfeld*.

**B:** *Be careful when borrowing the research or legwork of others.* Scholars learn early to go to primary sources for accuracy, and so should you. Contacting a source to verify a quote or fact may seem like duplication of effort, but it's not only more honest, it has the added benefit of protecting you if the reporter on whose text you're relying misquoted the source or misinterpreted the facts. Remember, when you rely on someone else's research, and it's erroneous, both of you are equally guilty of disseminating false information.

What if you can't find the original source? Rather than implying that you did the research yourself, you can report the reportage: "Sam Writer, in an article in *The Daily Press*, noted..." This not only avoids plagiarism, it has the added benefit of passing the buck – at least to a degree – if Sam Writer happened to have made the whole thing up.

**C:** *Consider the copyright ramifications of your use.* Especially if you hope to publish the text of your speech, you should be aware that copyright infringement can occur even when you paraphrase someone



else's words. Since the test for copyright infringement is whether your work is substantially similar to a work to which you have had access, merely changing two or three words – or even two or three words in each paragraph – is usually not enough to save you, or the publication in which your work appears, from a charge of copyright infringement.

And although facts and ideas can't be copyrighted, the order of their presentation can be protected because it's considered an element of expression. The easiest way to avoid infringing a copyright is to obtain the owner's permission to use the material. *Some* quoting without permission is allowed under "fair use" guidelines, but even this, when done without attribution, tends to put the use outside the acceptable pale.

While copyright infringement can result in civil or even criminal liability, the consequences of plagiarism – a matter of honor and ethics – can reach beyond the courtroom. That's because what makes your reputation as a speaker is not only your style, or your way with words, but also your integrity. You can save your reputation by avoiding even the appearance of plagiarism. Just remember your ABC's. **1**

**Ellen M. Kozak** is a Milwaukee-based copyright, publishing and entertainment lawyer. She is the author of the books *Every Writer's Guide to Copyright and Publishing Law* and *From Pen to Print: The Secrets of Getting Published Successfully*.

## What Is FAIR USE?

■ When a work is protected by copyright under U.S. law, only the copyright owner may reproduce it in copies, distribute those copies to the public, perform or display the work in public, or prepare derivative works based on the original. Despite these prohibitions, certain uses are permitted under limited conditions. The "fair use" section of the U.S. Copyright Law provides that "for purposes of the copyright owner, such as reading a work aloud ("performing" it) may be allowable, provided it passes a highly subjective test that tends, in court, to weight in favor of the copyright owner.

Among the factors to be weighed in deciding whether a use is fair, the law cites the following four:

- (a) "the purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes." Note here that these are merely factors to be considered in deciding the fairness of the use; *all* non-profit uses do *not* automatically qualify, and all profit-making uses are not automatically exempt from being classified as infringements.
- (b) "the nature of the copyrighted work." Quoting from scientific reports, whose information it may be in the public interest to disseminate, is more likely to be a "fair use" than quoting from works of fiction or poetry.
- (c) "the amount and substantiality of the portion used in relation to the copyrighted work as a whole." There is no magic number of words; using even a very small portion of a work, if that portion captures the essence of the work as a whole, may be an infringement.
- (d) "the effect of the use upon the potential market for or value of the copyrighted work." In other words, steal someone else's act and you'll wind up paying for the privilege.



The following listings are arranged in numerical order by district and club number.

### DTM

Congratulations to these Toastmasters who have received the Distinguished Toastmaster certificate, Toastmasters International's highest recognition.

- Karen M. Cottrell, 3696-2
- Rose Marie Miller, 7490-3
- Leslie Meredith, 699-5
- Jackie Carlson, 4535-6
- Pam Doan, 7280-6
- John F. Howard, 1614-15
- Colata "Jody" Harlan, 3031-16
- Frank C. Demuth, 8050-18
- Arlene F. Younger, 2626-26
- Edward H. Seely, 3975-26
- Leslie C. Chaplin, 3617-27
- Lori Ryan, 1910-33
- Jack M. Kantola, 3332-33
- Dolores W. Jones, 7039-38
- M. J. Williams, 142-39
- Joanne H. Buchanan, 7083-40
- Robert W. Johnson, 1512-42
- Richard Benson, 8317-43
- Diane Kingston, 1693-60
- Lamar Laws, 4253-63

### ATM Silver

Congratulations to these Toastmasters who have received the Able Toastmaster Silver certificate of achievement.

- William Brooks, 1853-3
- Richard L. Peterson, 6042-36
- Pam Doan, 7805-6
- Diane Goodhart, 5803-14
- Edgar L. Muller, 1726-25
- Jo Anna McWilliams, 6793-25
- Edwin J. Johnson, 4853-26
- Larry Ball, 5856-26
- Joice O. Franklin, 77-36
- Susan Usher Eggert, 1626-37
- Stephen E. Fingerman, 1189-38
- John Tierney, 1819-39
- Charles L. Morris, 9039-39
- Donald D. Giesen, 9195-39
- Eileen Johnstone, 1440-42
- Richard F. Benson, 8317-43
- Robert H. Rounsefell, 8317-43
- George M. Ammon, 2002-47
- Timothy S. Pesut, 5486-47

- Diane Wilson, 3568-60
- Cathy Shea Millar, 2959-61
- Glenda A. Simon, 234-68
- Ted Burton, 3761-69

### ATM Bronze

Congratulations to these Toastmasters who have received the Able Toastmaster Bronze certificate of achievement.

- Francine Hilaire-Miller, 934-4
- Dodd B. Wiragg, 851-5
- Bill Boles, 4807-6
- Shaun A. Scully, 6208-11
- Russell G. Hood, 5990-14
- Donald Dillon, 1979-16
- Hildegard Legrand, 1857-19
- Joan Johanson, 2791-19
- Deborah Pauline Swanson, 1440-42
- Yo Wei Li, 8515-51
- Benjamin M. Plummer, 2659-56
- Michel Damico, 5322-61
- Glenda A. Simon, 234-68
- Fiona Wilkinson, 4627-74

### ATM

Congratulations to these Toastmasters who have received the Able Toastmaster certificate of achievement.

- John K. Bowman, 1014-U
- Toni A. Williams-Sanchez, 4214-U
- Dorothy Marks, 20-F
- Cathi Hofstetler, 4836-F
- Brenda K. Sockwell, 6851-F
- Valerie Speaks, 11-1
- Robert H. Russell, 3921-1
- Cindy S. Slater, 6264-1
- Zayzay J. D. Gosa, 8766-1
- Neil A. Joseph, 52-2
- Kevin A. Schanilec, 540-2
- James P. Mahar, 1137-2
- Robert E. Turner, 3491-2
- Ruth Hayes-Arista, 4401-2
- Antonio N. Wheat, 7137-2
- Michael D. Johnson, 7583-2
- Michael B. Spencer, 9509-2
- John I. Janes, 1243-4
- Wesley K. James, 3400-4
- Janet A. McCown, 3768-4
- Ellen M. Coile, 3824-4
- Naomi Mekediak, 6607-4
- Alan Victor Lattanner, 7242-4
- Hakim Sanaie, 7595-4
- Rex M. Teets, 112-5
- Gene Franklin Williams, 474-5
- Cindy Martin, 1394-5
- Edward C. Weiner, 1886-5
- Robert B. Johnson, 3240-5
- Hendra H. Harapan, 162-6
- Beverly Lokensgard, 679-6
- Keith A. Hardy, 7548-6
- Woody Turner, 3091-7
- Scott Strauss, 3681-7
- June Moriyasu, 7637-7
- Dianne Burch, 8430-7
- Arthur B. Caywood, Jr, 461-8
- Marlene L. Amos, 993-9
- Donna M. Shore, 7319-9
- Kenneth L. Norris, 2043-11
- Daniel C. Surface, 3292-11
- David L. Ewick, 4811-11
- Fumiyo O. Allen, 290-12
- Fern V. Oviatt, 1180-12
- Donna Powers, 3806-12
- Marcia J. Williams, 8950-12
- Rhonda C. Hight, 2195-14
- Bruce Pierce, 5990-14
- Marguerite C. Hubbard, 8716-14
- Michael G. Santos, 8716-14
- John McGown, 2308-15
- B. J. Tolle, 454-16
- Richard E. Schneider, 454-16
- Timothy Allen Lester, 627-16
- Alphano O. Obiero, 978-16
- E. A. (Pat) Patton, 1992-16
- Sharon Richardson, 5467-16
- Hershall Hudson, 8636-16
- Tom Lagana, 9252-18
- Don J. Mathison, 386-19
- Susan M. Evans, 386-19
- Michael D. Adams, 1937-19
- Kathy McDonald, 7925-19
- Mary Harms, 717-20
- Mary D. Lewis, 7146-22
- John W. von Ruden, 122-23
- Richard D. Palmer, 6360-23
- Robert Wheeler, 2218-24
- Frank J. Wilson, 2393-24
- Dale B. Willenborg, 3369-24
- Rose M. Edic, 4092-24
- Mark Roper, 4284-24
- Kenton G. Wolfe, 5949-24
- Naomi McCord, 6405-24
- Kevin Grant, 4108-25
- John M. Mezzo, 6040-25
- William B. Justice, 6190-25
- Ledema Renfrow, 795-26
- Richard E. Dawes, 2977-26
- Brenda Ann Penn, 4418-26
- Richard B. Boulay, 4881-26
- John Konselman, 5481-26
- Bruce E. Riedmann, 8358-26
- William J. McGuire III, 9394-26
- Wanda B. Spillers, 2184-27
- Veronica Z. Smith, 4320-27
- Carol J. Walker, 121-28
- Mauricio A. Freitas, 535-29
- Richard A. Zynel, 535-29
- Gail B. Yance, 4734-29

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- Arthur Stewart Pennington, 9645-44
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- Anthony R. Sam, 2346-47
- Diann P. Hayes, 2346-47
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- Dorothy J. Buckshorn, 3331-47
- Donna L. Beckert, 3602-47
- Paul J. Spiewak, 6003-47
- Steve Kin Yan, 792-51
- Donald R. Conant, 1711-54
- Mel Mountjoy, 2207-56
- Claudia Cowan Brown, 2843-56
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- Carl Hensley, 5166-56
- Jim Groh, 5741-56
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- Glenda A. Simon, 234-68
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- Louise Lane, 7141-69
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### 60 years

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### 50 years

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Spokane Valley, 308-9  
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Capitol, 4179-6  
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Portland, Oregon  
I. U. Breakfast, 2334-11  
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# CONFERENCE/CONVENTION CALENDAR

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The Little America Hotel  
Salt Lake City, Utah  
Contact: Daniel Gomez, DTM  
2837 West 4270 South West  
Valley City, UT 84119

### ■ REGION II/JUNE 2-3

Stardust Resort & Casino  
Las Vegas, Nevada  
Contact: Charlene Williams, DTM  
560 E. St. Louis Avenue  
Las Vegas, NV 89104

### ■ REGION III/JUNE 9-10

The Ambassadors Hotel  
Amarillo, Texas  
Contact: Andy Cole, DTM  
1309 La Paloma  
Amarillo, TX 79106-4316

### ■ REGION IV/JUNE 23-24

The Holiday Inn Crowne Plaza  
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271 Moordate Street  
Winnipeg, Manitoba  
Canada R3J 2L4

### ■ REGION V/JUNE 16-17

The Lodge  
Oak Brook, Illinois  
Contact: Keith Essex, DTM  
711 Fellows Street  
Saint Charles, IL 60174-3834

### ■ REGION VI/JUNE 2-3

Radisson Hotel London Centre  
London, Ontario, Canada  
Contact: Ralph Williamson, DTM  
#802-140 Cherryhill  
London, Ontario  
Canada N6H 4M5

### ■ REGION VII/JUNE 23-24

The Columbia Inn  
Columbia, Maryland  
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Perry Hall, MD 21128

### ■ REGION VIII/JUNE 16-17

Fort Lauderdale Marriott North  
Fort Lauderdale, Florida  
Contact: Joan Lewis, DTM  
9100 S.W. 55th Ct.  
Cooper City, FL 33328

### 1995 INTERNATIONAL CONVENTION

The Town & Country Hotel  
August 16-19, San Diego, California

### 1996 INTERNATIONAL CONVENTION

The Adam's Mark/St. Louis  
August 20-24, St. Louis, Missouri

### 1997 INTERNATIONAL CONVENTION

The Sheraton New Orleans Hotel  
August 20-23, New Orleans, Louisiana

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**T**hese essential tools help your Club easily present professional, efficient meetings, making your meeting more enjoyable and informative for your entire membership.



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